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D/PPP&M  
80-1241

MEMORANDUM FOR: Director of Personnel Policy, Planning and Management

ATTENTION : Chief, Position Management and Compensation Division

VIA : Director of Finance  
Director, National Foreign Assessment Center

FROM : Clarus W. Rice  
Director of Central Reference

SUBJECT : Evaluation of Approved Alternative Work Schedule  
and Request for Extension

REFERENCE : Memorandum from Director of Central Reference to Deputy  
Director for Administration, dated 28 February 1980,  
Subject: Proposal for Alternative Work Schedule

STAT 1. The document indexing unit in Europe Division, Office of Central Reference, has been on an alternative work schedule since April 1980. The unit's [ ] fulltime employees participated in the experimental schedule, each working one compressed week (four days, 0730-1800) followed by one five-day week (eight hours daily, falling within the 0730-1800 workday). A combined flexible and compressed schedule, with each person having one day off every 10 workdays, was chosen in order to provide more comprehensive unit coverage than would be possible with a fully compressed schedule. The work hours of the two senior members of the unit were staggered to ensure adequate supervisory presence.

2. The indexing unit is well suited to such a work schedule. The major function of the unit, the indexing of intelligence documents, may be performed relatively independently of other components. Members of the unit must be available, however, to provide guidance on retrieval; under the experimental schedule this expertise was available during a longer workday than previously.

STAT 3. Three of the [ ] original participants in the experimental schedule are still in the unit, two in the same positions as when the schedule was implemented. The productivity of these two employees, both in terms of the total number of documents indexed and items indexed per hour, increased during the experiment over their productivity during the preceding six-month period. The third employee assumed a supervisory

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position, making direct comparisons less meaningful. The amount of leave taken by all three employees decreased significantly during the period of the experiment. Although these changes may not be attributable to the experimental schedule, the schedule certainly had no detrimental effect on unit productivity and leave.

4. While there were minimal communications problems among the members of the unit, other members of the division and members of other indexing units had some difficulty in adjusting to the alternative schedule, which was unique in OCR's Information Services Group. Despite the posting and distribution of the schedule, other employees tended to forget to check it in scheduling meetings. Beyond this, there were no significant inconveniences to others in the office.

5. It is difficult to assess the impact of the alternative schedule on morale or relationships within the unit. There was good morale in the unit prior to the beginning of the schedule, and it continued during the experiment. Unit members worked well together and had been willing to make personal adjustments to keep the unit functioning efficiently before the test schedule, and continued to do so throughout the experimental period.

6. Unit members are generally pleased with the experimental schedule. All looked forward to their extra days off, and used the time to accomplish tasks at home, or to schedule such things as doctors' appointments or car servicing appointments which would normally have required them to take leave. They also felt that they were more productive during the time that they were in the office after 1630, the normal office closing time. With fewer people in the office, there were less distractions, and they were able to concentrate more fully on their indexing.

7. Three members of the unit attended evening classes during part of the trial period. One member of the unit arranged to take her day off on the day she was attending class, thus allowing herself a full day of preparation. The other two employees attended class after working a full day (sometimes ten hours), and found the class day rather tiring. Because of the long work hours during the compressed week, most of the group said they tended to engage in fewer outside activities, including schoolwork, during that week.

8. Members of the indexing unit did not believe the experimental schedule had any negative effects in relation to transportation, family or social life. Especially during the compressed week, their transportation time was considerably reduced because they were traveling either before or after the height of rush hour. No members of the unit had been in carpools prior to the experiment, so there was no effect on that aspect of transportation. Most non-work activities continued pretty much as usual.

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9. Overall, the employees felt that the schedule was successful and would like to continue it either for a second six month period or until the much discussed 5/4-9 schedule is approved for Agency experimentation. This extension of the test period has been endorsed by all of the OCR supervisors involved.

STATINTL

10. It is requested that the Europe Division's alternative work schedule be approved to May 1981.



Clarus W. Rice

STATINTL

CONCUR:



STATINTL *for* Director, National Foreign Assessment Center

6 Dec 1980  
Date



*D/O* Director of Finance

8 DEC 1980  
Date

APPROVED:

*Harry E. Fitzwater*

Director of Personnel Policy, Planning, and Management

10 DEC 1980  
Date

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